EPRC
ECONOMIC POLICY RESEARCH CENTRE

# ANNUAL REPORT

## JULY 2020 - JUNE 2021

www.eprcug.org

## Who We Are

The Economic Policy Research Centre (EPRC) is Uganda's leading think tank in economic research and development policy. We provide policy analysis to support the formulation, implementation, monitoring, and evaluation of government policies. EPRC has also broadened its scope and repositioned itself to respond to emerging development issues beyond Uganda through evidence based research.

## Mandate and Role

EPRC is an autonomous not-for-profit organisation limited by guarantee. The Centre was established in 1993 to fill the void in economics research, policy analysis, and capacity building for effective in-country contributions to Uganda's policy formulation process.

Since its inception, EPRC has grown into a credible and reputable policy think tank. It prides in a high quality evidence based research, strong policy engagement with government MDAs and convening power to bring together a diversity of stakeholders to deliberate on topical development issues affecting Uganda's development.

EPRC's mandate is to develop and implement a responsive research agenda that facilitates the achievement of the long-term goals of Government of Uganda, as well as the expectations of development partners, among others.

## Organizational Values

The conduct of EPRC's business is anchored on the following core values:

**E** **Excellence:** We are dedicated to excellence in everything we do through attention to detail, quality assurance, timeliness and commitment.

**I** **Independence:** We believe in the independence of mind in the conduct of research and other obligations of the Centre as stipulated in our mandate.

**S** **Sensitivity:** We endeavor to continually understand and respond to the legitimate interests and concerns of our stakeholders as the basis for maintaining mutually beneficial and respectable relations.

**E** **Efficiency:** We avoid resource wastage in doing our work. We focus on achieving maximum desired results, with minimal resource input.

**R** **Respect:** We believe everyone at EPRC matters. We recognize diversity and respect one another, value divergent opinions and ideals, and empower each other to voice their views as part of our work ethic.

**I** **Integrity:** We are honest, open and adhere to moral and ethical principles as we serve the needs of our stakeholders. We are cognizant of the consequences of our actions and decisions.

**E** **Engagement:** We pay attention to constructive engagements, partnerships and collaboration while maintaining individual accountability.

## Vision

**A Centre of excellence, providing national leadership in intellectual economic policy discourse, through timely research-based contribution to policy processes.**

## Mission

**To foster sustainable growth and development of the Ugandan economy by advancing the role of research in policy processes.**

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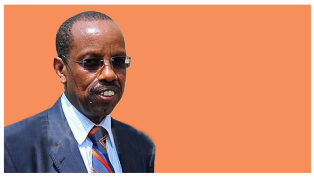
04  EPRC Board of Management

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# Executive Director's Message

**I am delighted to present to you the Economic Policy Research Centre's annual report 2020/21. During this reporting period the Centre consolidated its operations under the continuing limitations imposed by the COVID-19 pandemic. As the year ended, the Centre was beginning to see the reduction of COVID risks that could allow it to re-start physical interactions and enter a new, hybrid phase of operations that promised even greater efficiency and effectiveness in what we do.**

The Centre's research focused on providing an in-depth analysis of how COVID-19 was impacting the Ugandan businesses, economy and society. The research theme for the FY 2020/2021 was *"COVID-19 Pandemic: Building resilience and supporting the recovery of the Ugandan Economy"*.

In line with this theme, a number of studies focusing on the macro, sectoral, micro, and trade related aspects of COVID 19 were conducted to provide evidence for guiding government and other stakeholders in formulating policies, strategies and mitigation measures. Most notable was the *"Rapid Assessment Survey of the COVID-19 Lockdown Effects on MSMEs and Households"*, whose findings were used to make a case for not extending the second lockdown.

The other COVID -19 related studies produced to inform and shape Government responses on the impact of COVID-19 on the Ugandan Economy, included among others: (i) An assessment of the extent to which COVID-19 response measures had worsened the situation of sexual and others forms of gender based violence in Uganda, and (ii). Rapid assessment of the impact of COVID-19 on Labour and Employment. Several communication products were also produced and policy outreach events held focusing on COVID-19. Our researchers presented about the Impact of COVID-19 on Ugandan Economy at a dialogue with the Parliamentary Committee on National Economy. The committee agreed to have more frequent engagements on the dynamics of COVID-19.

EPRC also continued to produce policy-relevant economic research studies that responded to the priority needs of major stakeholders, including both practitioners and policy makers. These included production of the 2020 Value Chain Status Report

(VCSR) focusing on *"Transformation for Agro-Industrialisation: A Case of Livestock Value Chain"*, and market research on the 5 outstanding PIMA market commodities (Beans, Bananas, Cocoa, Rice and Sugarcane). Both studies were conducted on the request of the MoFPED. The studies were used to inform Cabinet decisions on meaningfully engagement and contribution of the private sector in developing the identified value chain(s) for sustainable agro-industrialisation.

The Centre also demonstrated ability to conduct gender focused studies, as evidenced by the rise in the number of such studies. These included: Assessment of the gendered differences in SGBV experiences and consequences arising from the various measures that were put in place by government to control the spread of COVID-19 and the generation of gender analysis knowledge products to inform policy and decision-making addressed to Gender Equality and Women's Economic Empowerment.

## Convening Power

To bring forth and amplify EPRC's research in the national policy arena, the Centre convened dissemination events based either on its planned research activities or in collaboration with think tanks, research institutions and development partners. The centre's annual flagship publication-the Agricultural Finance Yearbook (AFYB) was produced in collaboration with Agricultural Finance Platform. Under the theme of *"Digitalising Agricultural financing to boost Agricultural Commercialisation in Uganda"*, the year book was launched in December 2020 at a ceremony presided over by the new Deputy Governor of the Bank of Uganda. Working in collaboration with UNICEF under the Girls Empowering Girls (GEG) programme, EPRC co-hosted the KCCA Urban Social Protection Research Symposium in December 2020.

## Partnerships and resource mobilisation

Despite the adverse effects of COVID on research operations, 2020/21 was an excellent financial year in terms of partnership building, strengthening and diversification of our resource base. We strengthened research partnerships with the International Development Research Centre (IDRC) through a new project examining the shifting gender norms and unpaid care work. We also established collaborations with new partners-notably the Mastercard Foundation to examine Emerging opportunities in growth sectors to enable dignified and fulfilling work for young people in the face of COVID-19 pandemic; and with the International Labour Organization (ILO) to develop the National Employment Strategy (NES) for Uganda. We continued to work with existing partners such as the World Bank Uganda office on *"Demographic Change and Migration Impacts on Secondary Cities" and the* African Development Bank Uganda Office to undertake a study on *"Uganda's industrial recovery post-COVID-19."*



**I would like to extend my sincere appreciation to all our funders and collaborators for the financial and technical support. I also extend our gratitude to the EPRC Board of Management for the oversight and guidance offered in the past year that enabled us to manage the adverse effects caused by COVID-19 on our work and harness the opportunities it presented. I also thank the EPRC staff for adapting to flexible working, especially during the lockdown period where some research continued to be undertaken remotely. Despite the challenges posed by COVID 19, we are more than ever committed and well-positioned to pursue the Centre's mission of fostering sustainable growth and development of the Ugandan economy by advancing evidence-informed decision-making.**

**Sarah N. Ssewanyana, PhD**
Executive Director

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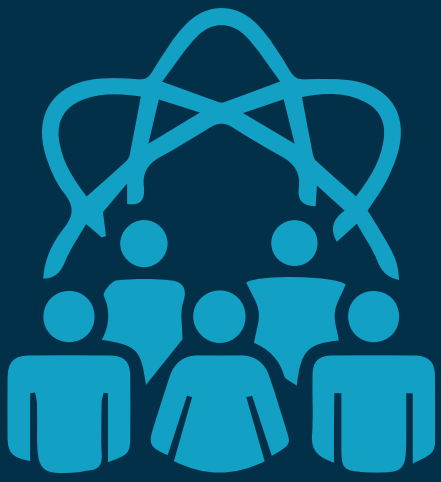

# BOARD OF MANAGEMENT

**Prof. William Bazeyo**
Deputy Vice Chancellor for Finance & Administration, Makerere University
Vice Chairperson

**Dr. Jacob Opolot**
Economic Advisor to the Governor, Bank of Uganda (Ex-officio member representing Governor, BOU)

**Ms. Ednah Kanabahita**
Chief Risk Officer, ABSA Bank (U) Ltd / Non- ex- officio member

**Mr. Keith Muhakanizi**
Permanent Secretary/ Secretary to Treasury, Ministry of Finance, Planning and Economic Development (Chairperson)

**Ms. Judith Namugenyi**
General Manager Internal Audit & Forensics, MTN Uganda (Non- ex- officio member)

**Mr. Arthur Isiko**
Managing Director, Bank of Africa/ Non- ex- officio member

**Prof. Stephen K. Nkundabanyanga**
Head of Accounting Department, Makerere University Business School / Non- ex-officio member

**Dr. Fred P. Ssengooba**
Principal, School of Public Health, Makerere University/ Non – ex- officio member

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# EPRC STAFF
## FY 2020- 2021

# RESEARCH STAFF

**Dr. Sarah N. Ssewanyana** (PhD)
Executive Director

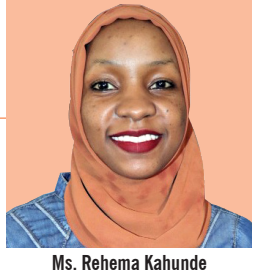
**Dr. Ibrahim Kasirye** (PhD)
Director Research
Head Research Function

## Macroeconomics

**Dr. Ezra Munyambonera** (PhD)
Senior Research Fellow

**Mr. Paul Corti Lakuma**
Research Fellow

**Dr. Brian Sserunjogi** (PhD)
Research Fellow



**Ms. Rehema Kahunde**
Research Analyst

**Mr. Nathan Sunday**
Research Analyst

**Mr. Ambrose Ogwang**
Research Associate

## Sectoral

**Dr. Swaibu Mbowa** (PhD)
Senior Research Fellow

**Dr. Mildred Barungi** (PhD)
Research Fellow

**Dr. Francis Mwesigye** (PhD)
Research Fellow

**Mr. Tony Odokonyero**
Research Analyst

**Ms. Florence Nakazi**
Research Analyst

# ADMINISTRATIVE AND SUPPORT STAFF

## Trade and Regional Integration

**Dr. Isaac Shinyekwa (PhD)**
Senior Research Fellow

**Ms. Aida Nattabi Kibirige**
Research Analyst

**Ms. Justine Luwedde**
Research Analyst

**Mr. Bulime Nsubuga**
Young Professional

## Microeconomics

**Dr. Madina Guloba (PhD)**
Senior Research Fellow

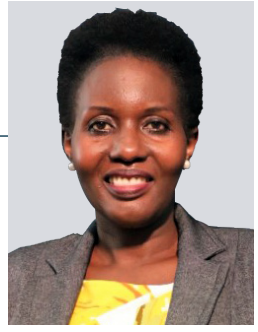
**Mr. Regean Mugume**
Research Analyst

**Mr. Medard Kit Kakuru**
Research Analyst

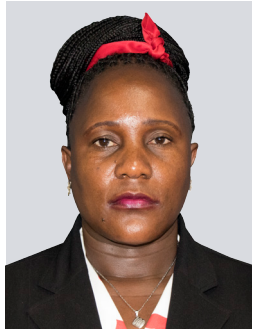
**Mr. Dablin Mpuuga**
Volunteer Research Associate

**Dr. Umar Kabanda**
Volunteer Research Associate

## Finance & Shared Services



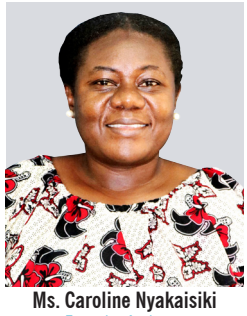
**Ms. Mary Tusaba Kivunike**
Director Finance & Shared Services



**Ms. Betty Kuteesa Nalule**
Senior Accountant

**Mr. Denis Arop Nono**
Accountant

**Ms. Vanice Nuwagaba**
Procurement Officer



**Ms. Caroline Nyakaisiki**
Executive Assistant

## Information Management & Dissemination

**Ms. Elizabeth Birabwa Aliro**
Programmes Manager

**Mr. Jossy Muhangi**
Communications Officer

**Mr. Alon Mwesigwa**
Communication Associate

**Mr. Amos Musoke**
ICT Consultant

**Ms. Precious Ekinamushabire**
ICT Associate

## Human Resource and Administration

**Ms. Fatumah Namubiru**
Human Resource & Administration Manager

**Mr. Anthony Ochieng**
Administrative Officer

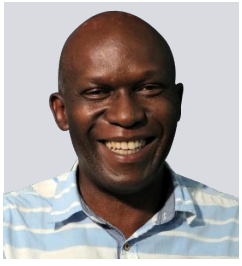
**Ms. Claire Biira Bahati**
Administrative Officer

**Ms. Aminah Balunywa**
Front Desk Officer

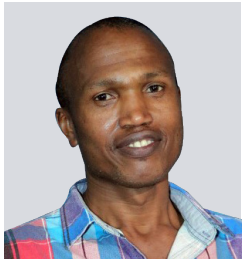
**Sam Lakwonyera**
Transport Officer

**Mr. Deo Barugahare**
Transport Officer

**Mr. Godson Busengendo**
Transport Officer



**Mr. Tonny Stephen Mayanja**
Transport Officer



**Mr. Robert Muzaaya**
Office Attendant

**Mr. Lawrence Luzze**
Office Attendant

# RESEARCH & POLICY ANALYSIS PERFORMANCE

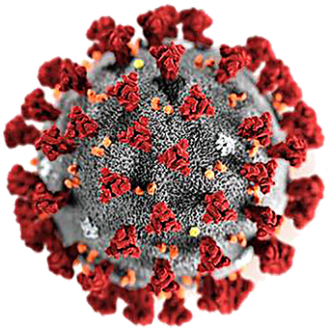
The research theme for the FY 2020/2021 was "COVID-19 Pandemic: Building resilience and supporting the recovery of the Ugandan Economy". In line with its strategic objective of offering responsive evidence-based research through proactive engagement with stakeholders, the Centre's research focused on providing an in-depth analysis of how COVID-19 impacted Ugandan businesses, the economy and society. This section provides the status of the implementation of research activities undertaken from July 1, 2020, to June 30, 2021. It is organised along the three key research related areas of focus in the EPRC current Strategic Plan -2017/18-20/2020/21.

# Evidence Based Quality Research Delivered to Respective Users

The research undertaken under this focus area is initiated by EPRC Researchers and/or in collaboration with its strategic partners. This research also includes works done to feed into the Centre's flagship publications namely, **Uganda Economy Today**, **Business Climate Index** and **Agriculture Finance Year Book**. The following are highlights of the studies accomplished under this focus area during the review period:

## Mitigating the socio-Economic impacts of COVID-19 and promoting post-pandemic resilience in Uganda

As a response to the COVID pandemic effects, EPRC is implementing a 3-years project on "Mitigating Socio-Economic impacts of COVID-19 and Promoting Post-Pandemic Resilience in Uganda", The project has been running since September 2020 and intends to follow a panel of MSME's for three years to monitor and evaluate the business dynamics and the extent to which the policy responses are hindering or supporting recovery and resilience. As a result of the second lockdown-instituted in June 2021, the Project conducted a "Rapid Assessment Survey of the COVID-19 Lockdown Effects on MSMEs and Households", and the findings were used to make a case for not extending the second lockdown. September 2020. As a result of the second lockdown-instituted in June 2021, the Project conducted a "Rapid Assessment Survey of the COVID-19 Lockdown Effects on MSMEs and Households".

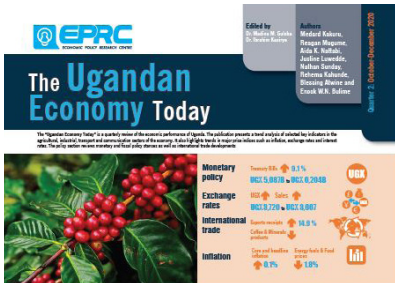


## Public Investment Management for Agro-industrialisation (PIMA) Market Studies

In January 2020, EPRC, under the auspices of the Strategic Economic Policy Management (STEPMAN) forum, received a Presidential Directive to undertake market studies on 14 agricultural commodities under the Public Investment Management for Agro-industrialisation (PIMA) strategic commodities. By June 2020, at least 9 market studies had been undertaken-specifically for commodities already identified under the Public Investment Management for Agro-Industry (PIMA) strategy. During the 2020/2021 FY, EPRC was requested by MoFPED to undertake market research on the 5 outstanding market studies (Beans, Bananas, Cocoa, Rice and Sugarcane). The objective of the market studies was to establish: (i) Different uses of identified agricultural commodities; (ii) Product space and potential value of identified commodities; (iii) Uganda's potential to harness the product range of identified product space; and (iv) Potential local and foreign demand for the identified products. The PIMA market studies report was finalised and submitted to the MoFPED in July 2020, and later on a cabinet Memo CT (2020) 147 titled *"Report on the Market Studies for PIMA commodities"* was prepared and submitted to Cabinet in November 2020.

## Monitoring Uganda's Business Climate

EPRC continued to monitor and capture Ugandan business managers' perceptions of the current and near-future (expected three months ahead) business indicators to determine their role in economic developments and the business environment in Uganda. The results were packaged into quarterly publications-Business Climate Indexes were useful in providing policy makers both in Government and in the Private Sector with insights about the general direction of the cyclical developments and information about future business expectations. Six quarterly BCI issues were published, with Issue No 29 produced in August 2020, Issue number 30 produced in November 2020, Issue 31 ( special issue on COVID-19 and private schools) and Issue 32produced in April 2021.

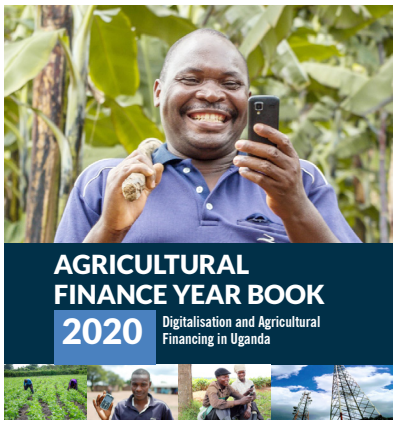



## Ugandan Economy Today

The "*Ugandan Economy Today*", a quarterly review of the economic performance of Uganda, was also systematically produced in the period under review. The publication presents a trend analysis of selected key indicators in the economy's agricultural, industrial, transport and communication sectors. It also highlights trends in major price indices such as inflation, exchange rates and interest rates. The policy section reviews monetary and fiscal policy stances as well as international trade developments. During the FY 2020/21, three issues were produced as follows: **Issue 6**: July-September 2020, **Issue 7:** October-December 2020 and **Issue 8:** January-March 2021 and **Issue 9**: April –June 2021.

## Agricultural Finance Year Book 2020

EPRC worked closely with the Agricultural Finance Platform to ensure continuity in the production of the Agricultural Finance Year Book (AFYB). The AFYB has been in production since 2007, intending to inform the gaps in policy.The annual publication is designed to communicate policy messages on emerging agricultural finance issues, innovations in deepening agricultural finance and tracking investments in the agricultural value chain to policymakers and stakeholders in a concise form. By the time of writing this report, preparations for the 2021 edition were ongoing, with 16 draft articles authored by various stakeholders undergoing peer review. For the first time since EPRC took on editing of the book, an invitation was extended to MAAIF to author an article. The book is expected to be launched in March 2022




## Green Curses and Violent Conflicts: The Security Implications of Renewable Energy Sector Development in Uganda

This 3-year mixed-method, interdisciplinary project, implemented in conjunction with PRIO, examined the likely triggers for violent conflict in Africa arising from developments in renewable energy. Specifically, the study examined the pathways by which renewable energy conflicts occur in Uganda; and the types of mechanisms required to prevent and resolve them. During the reporting period, the first draft paper was submitted to the International Studies Association (ISA) conference held virtually from April 6th - 9th, 2021. In addition, two blogs were published on the PRIO website; one titled: *Cultural Heritage and Renewable Energy: How Bujagali Hydro-Electricity Generation Project sparked a latent conflict* and the other *Green Spaces for "Green" Energy: What Are the Implications of Damming Murchison Falls National Park in Uganda?*

## Strengthening the Use of Evidence for Development Impact (SEDI)

SEDI was to have been a multi-year programme that worked on increasing the use of evidence by policy makers in Uganda, Ghana, and Pakistan. It was funded by UK's Foreign, Commonwealth & Development Office (FCDO) and implemented by a consortium of national, international, and regional partners led by Oxford Policy Management. The project closed after two years due to funding changes. However, during the reporting period EPRC was able to:

- Co-design an action-oriented diagnostic on evidence use with the Monitoring and Evaluation Directorate of the Office of the Prime Minister. The diagnostic took a participatory approach for examining the barriers to and opportunities for strengthening evidence use and coming up with an action plan.
- Several workshops and stakeholder engagement activities were held with both state and non-state actors to establish how evidence was being used during the transition from sector approach to a programme approach under the National Development Plan III. As a result, a learning brief titled *"Using evidence diagnostics to think and work politically: SEDI's experience"* was published on the Oxford Policy Management website. A blog on *"Constraints and Enablers for Evidence-Use in Policy Design and Programming in Uganda" was published on the EPRC website*. A draft diagnostic report titled: "Action-oriented diagnostic for strengthening evidence use as Uganda transitions from sector to programme approach" was prepared, but it is still undergoing peer review by the consortium members before it can be made public.

## Feed the Future Innovation Lab for Food Security Policy Research, Capacity, & Influence (PRCI)

PRCI is a five year program supported by USAID's Bureau for Resilience and Food Security (RFS) to strengthen local and regional capacity for policy research and influence in pursuit of sustainable, inclusive, and healthy agrifood system transformation. The program is implemented by a consortium of research partners led by the Michigan State University (MSU) Food Security Group. Under this program, EPRC has embarked on a series of studies to explore how Uganda can harness the potential of sugarcane production and processing to foster inclusive rural transformation.

The first paper in the series: *"Harnessing inclusive rural transformation from sugarcane growing in Uganda"* focused on understanding how institutional arrangements influence sugarcane production, productivity, and profitability that form the foundation for inclusive rural transformation. The intention was to provide evidence that would facilitate the swift establishment of the Uganda Sugar Board to strengthen the regulatory and governance structures in Uganda's sugarcane sector and the coordination of the outgrower schemes and miller relationships. During the reporting period, survey instruments and other tools for data collection were developed in anticipation of field data collection upon lifting of the lockdown measures.

## Enhancing Climate Change Resilience Among Households in Uganda: What Matters?" (STAAARS+ Fellowship Programme)

The study was implemented Under the STAAARS+ Mentorhsip Program as part of PRCI research on climate change and changing food systems and nutrition. It was intended to expand EPRC's research footprint in the generation of evidence that informs adaptation and mitigation policies imperative to achieving food security. The study specifically sought to establish the most critical resilience pillar in mitigating the impact of drought on food security in Uganda? The findings revealed that Households were highly susceptible to climate shocks. Still, there was massive room for increasing household resilience provided that households had access to information from early warning systems and were linked to social capital. The paper was disseminated during a virtual policy outreach event of the STAARS + Fellowship team and mentors and is undergoing further reviews prior to joint authorship in a peer-reviewed journal.

## Creating Productive and Decent Work for Youth and Women Through Agro-industrialisation with Support from INCLUDE.

This is 1.5 years project launched in October 2019 and was slated to end on March 30 2021, but was extended due to COVID-19 disruptions. The project is implemented under the African Policy Dialogues (APD), a network of policy actors initiated by the INCLUDE Knowledge Platform to encourage use of existing and new knowledge in policy making in Africa. The project seeks to identify opportunities, sources of productive and decent employment, and effective strategies to promote job creation for women and youth along with the nine strategic PIMA commodities. The project also seeks to generate evidence on the link between labour externalisation and Agro-Industrialization (AGI) in terms of skills transfers. During the reporting period, EPRC was able to:

- Conduct two studies aimed at increasing research uptake in the design and refinements of programs and policies focusing on creating employment opportunities for youth and women in the Agriculture value chain. The first study (a) Creating productive and decent work for youth and women in Uganda through agro-industrialisation (Cotton and fish), and the second was (b) Labour externalisation in Uganda: Lessons for Agro-Industrialisation. These

papers were produced through a highly consultative process involving Community Town Hall forums for stakeholders in the fish and cotton sectors and workshops targeting stakeholders in labour externalisation.

- Produced several policy communication materials. These included: Two Policy briefs on *"Implications of COVID-19 pandemic on employment prospects for Uganda's youth in the Middle East"* and *"How improving quality and standards in the Ugandan fish value chain impacts sustainable development of decent jobs"*. Two factsheets— *"Industrial linkages and employment opportunities in the fish value chain"* and *"Industrial linkages and employment opportunities in the Cotton value chain"*; and Two Newspaper articles titled: *"COVID-19 shuts out externalisation of labour to citizens"* and *"How COVID-19 is hurting women"*.

## Research Studies Responding to Priority Needs of Major Stakeholders

The research undertaken under this category is requested and funded by particular clients but is in line with the Centre's research agenda and medium strategic plan priorities. During the financial year 2020/21, through its Directorate of Research, the Centre continued to receive requests for new studies from various government Ministries, Departments and Agencies (MDAs). A short description of these studies is provided as follows:

## Financing Agriculture for Agro-Industrialization

At the request of the Permanent Secretary/ Secretary to the Treasury, MoFPED, EPRC conducted a study examining why other developing countries, e.g. Ghana, could finance their agricultural sector adequately compared to Uganda. A policy note titled "*Financing Agriculture for Agro-Industrialization: What lessons can Uganda learn from Ghana?"* was produced responding to the request.

## Value Chain Status Report (VCSR)

In February 2020, at the request of the Private Sector Development Unit (PSDU) of MoFPED, EPRC spearheaded the production of the 2020 *Value Chain Status Report (VCSR) focusing on "Transformation for Agro-Industrialisation: A Case of Livestock Value Chain*". The VCSR provides an update on the state of key selected commodities and the progress in the development and performance of their value chains in Uganda. The report also serves as an avenue through which the private sector can meaningfully engage with and develop the identified value chain(s) for sustainable agro-industrialisation. During the reporting period, the Centre finalised the data collection activities, drafting and validation. The report was validated at a stakeholder meeting convened by the MoFPED, Directorate of Economic Affairs on November 8, 2020, revised and the final version presented at the 11th National Competitiveness Forum (NCF) held later in the same month. In addition, six policy briefs and one policy note were produced. The policy note focused on key findings and recommendations for the transformation of the entire Livestock value chain for Agro-Industrialisation, while the policy briefs focused on specific commodities and aspects of the livestock sector i.e. diary, beef, leather, institutions, and traceability.

## Worsening Situation of Sexual and Gender Violence During a Crisis: A COVID-19 Response Measure in Uganda

At the request of the MoGLSD, EPRC was able to assess the gendered differences in SGBV experiences and consequences arising from the various measures that were put in place by the government to control the spread of COVID-19. In particular, the study assessed the extent to which COVID-19 response measures had worsened the situation of sexual and other forms of gender-based violence in Uganda. It also examined the extent to which COVID-19 response measures had disrupted access to SGBV response services. Finally, the study identified innovative and scalable solutions/ measures to ensure sustained effective SSGBV response during and post COVID-19 era.

## Rapid Assessment of the Impact of COVID-19 on Labour and Employment

In the period under review, a team of EPRC researchers was engaged as experts by the Ministry of Gender, Labour and Social Development (MoGLSD) to inform and guide the design and implementation of a rapid assessment on the impact COVID-19 had on labour employment and productivity. The actual implementation of the study is to be effected in the next financial year-2020/2021. Futhermore, at the request of the Ministry of Gender, Labour and Social Development, EPRC conducted a *"Rapid Assessment of the Impact of COVID-19 on Labour and Employment in Uganda"*. The research illustrated how the different categories of workers, including vulnerable employees, were affected by the lockdown and subsequent downsizing (NDP III Programme Area (18): Development Plan Implementation.

## Demographic Change and Migration Impacts on Secondary Cities

In collaboration with the World Bank Uganda country office, EPRC completed a study on "Demographic Change and Migration Impacts on Secondary Cities". The study examined the drivers of demographic change in Uganda, particularly rural-urban and urban-urban migration. It used the case study of Jinja as one of the secondary cities in Uganda to understand the drivers of migration. The final study report highlighted the key measures needed by Local Governments to start thinking about what the city of tomorrow will look like, what it will need in terms of infrastructure and services and how to manage the impacts of labour migration and urbanisation.

## Youth, Employment and Skills (YES): Strengthening Education and Learning Systems to Deliver a 4IR-Ready Workforce: Uganda Case Study (ACET).

This study was part of a six-country project coordinated by the African Center for Economic Transformation (ACET) under the Youth, Employment and Skills (YES) program in Cote d'Ivoire, Ghana, Ethiopia, Niger, Rwanda and Uganda. The study examined the future of work in light of the fast-evolving digital innovations under the fourth industrial revolution (4IR) and how the education and training systems were responding. In Uganda, the project focused on establishing why digital technologies uptake was still low in education services, especially in Secondary and Tertiary institutions and prescribing the required policy actions. The study findings were packaged and disseminated in virtual learning events held virtually over two half-day sessions on the 19th and 20th of May 2021. In addition, two policy briefs,*Digital technologies uptake is still low in Ugandan Secondary and Tertiary institutions* and *Career guidance and counselling: A bridge in reducing skills-job mismatches in Uganda?,* were published. A Uganda specific research report was also drafted submitted for further review by ACET prior to publication.

## Effect of Currency Fluctuations on MSMEs in Uganda, Kenya and Ghana supported

With support from the Netherland Foreign Ministry, EPRC conducted a study to understand the ***effect of currency fluctuations on financial institutions' lending decisions to Micro, Small and Medium Enterprises (MSMEs)***. Despite their enormous contribution, the business environment in developing countries remains unconducive to their growth and survival. Out of the many challenges they face, the credit challenge has been identified as the most significant one. This particular problem has been exacerbated by fluctuations in the local currency against foreign currencies.

## Girls Empowering Girls Urban Social Protection Programme

The Girls Empowering Girls (GEG) Programme is an urban Social protection programme targeting adolescent girls in the 5 Divisions of Kampala city. Specifically,

the programme seeks to improve social and economic inclusion of in school and out of school girls through; an improved financial situation of adolescent girls' households, enhanced access to social services and increased positive behavioral change and self-esteem. In FY 2020/2, EPRC supported UNICEF to monitor the programme based on which two research reports, one on the unique challenges faced by adolescent girls and opportunities provided by social protection and the other, Fiscal space analysis for adolescent-oriented social protection, were produced and presented at the KCCA Urban Social Protection Research Symposium 2020.

## Developing a Package of Effective Regulatory Interventions for Healthier Food Environments in Uganda

This three-year research project aims at; (i) assessing gaps in public food policies and government actions and identifying barriers and facilitators to their implementation; (ii) estimating the economic burden of a selected Nutrition-Related Non-Communicable Disease; and (iii) assessing the legal and administrative feasibility of adopting and implementing context-specific interventions. The project is implemented jointly with the African Population and Health Research Center (APHRC) based in Kenya with support from the GLOBAL RECAP programme of the International Development Research Center (IDRC). A draft report on the policy benchmarking assessment titled *"Assessment of policies and identification of context-specific regulatory interventions for healthier food environment to prevent diet-related Non-Communicable Diseases in Uganda"* was produced.

## Generation of Gender Analysis Knowledge Products

This was an 18 months project that commenced in July 2019 under the auspices of the UN-WOMEN to provide technical support and leadership in evidence-based research and policy analysis. This was done through in-depth gender analysis, policy development, and generation of new knowledge products for increased availability and utilisation of gender statistics, data and information to inform policy and decision-making addressed to Gender Equality and Women's Economic Empowerment (GEWEE). EPRC provided quality control for ongoing research activities as well as back-stopping for the generation of new knowledge products from previous gender forums (Annual Gender Statistics Forum) and the training courses for MDAs in GEWEE. During the reporting period, EPRC made the following achievements:

- Prepared and disseminated four policy briefs on different policy issues. The titles are: "*What interventions are required to achieve gender balance in political representation at the local government level?* ; "*Gender, unpaid care work in Uganda: Evidence from the 2017-18 Time Use Survey*"; "*Access to justice for domestic violence cases in Uganda*"; "*Uganda needs to increase domestic resources to finance gender equality and women's empowerment interventions*"; and "*Uganda's performance towards tracking budget allocations for gender equality and women's empowerment.*"
- Conducted a study examining the Compliance with Planning and Budget Tools for Tracking Public Allocations for Gender Equality and Women's Empowerment in Uganda.
- The project also built capacities of different stakeholders such as UBoS and JLOS in policy analysis and record generation, generated user-friendly knowledge products and information dissemination techniques, convened policy engagement and communication events, and provided technical backstopping in the form of peer reviews. These activities are discussed in more details in the following sections of the report

## Addressing Africa's Youth Unemployment Through Industries Without Smokestacks (IWOSS).

This cross-country study was an initiative of the Brookings Africa Growth Initiative and focused on assessing the potential of creating formal employment opportunities for the youth through IWOSS. In Uganda, the study focused on agro-processing, horticulture, and tourism. In FY 2020/21, EPRC researchers were able to finalise the project with the following research products published on the Brookings Website: A research report titled,*"Employment creation potential, labour skills requirements, and skill gaps for young people: A Uganda case study"*; A working paper titled: *"The impact of COVID 19 on industries without-smokestacks in Uganda",* and a blog—"*Leveraging IWOSS and soft skills to address slow structural transformation and youth unemployment in Uganda"*. In addition, a book chapter titled "*Industries without Smokestacks in Uganda: An employment perspective*" was submitted as part of the project expected outputs.

## Youth, Employment and Skills (YES): Strengthening Education and Learning Systems to Deliver a 4IR-Ready Workforce: Uganda Case Study (ACET).

This study was part of a six-country project coordinated by the African Center for Economic Transformation (ACET), Ghana under the Youth, Employment and Skills (YES) program in Cote d'Ivoire, Ghana, Ethiopia, Niger, Rwanda and Uganda. The study examined the future of work in light of the fast-evolving digital innovations under the fourth industrial revolution (4IR) and how the education and training systems were responding to these changes. In Uganda, the project focused on establishing why digital technologies uptake was still low in the delivery of education services, especially in Secondary and Tertiary institutions and prescribing the required policy actions. The study findings were packaged and disseminated in a validation workshop held on 19th December 2020 and virtual learning events held virtually over two half-day sessions on the 19th and 20th of May 2021. In addition, two policy briefs; "*Digital technologies uptake is still low in Ugandan Secondary and Tertiary institutions"* and "*Career guidance and counselling: A bridge in reducing skills-job mismatches in Uganda?", were published.* A Uganda specific research report was also drafted and a final copy submitted to ACET after peer reviews for publication. A workshop proceedings report was also produced.

EPRC

# CAPACITY BUILDING AND TECHNICAL SUPPORT FOR POLICY RESEARCH AND ANALYSIS

One of the Centre's strategic objectives is closing the skills gaps for state and non-state actors in up-taking evidence for better development outcomes. This is done through training sessions, and/or policy advice through representation on various sectoral and technical working groups. The following sections provide a description of the major attainments and notable contributions.

## Technical Support to Policy Processes

EPRC staff supported various policy processes during the reporting period to improve policy engagement and to influence change as follows:

## Informing Government Responses to COVID 19

EPRC was extensively involved in informing and shaping Government responses on the impact of COVID-19 on the Ugandan Economy. On June 25, 2020, EPRC researchers presented at a dialogue with Parliamentary Committee on National Economy on the Impact of COVID-19 on Ugandan Economy. The committee appreciated the evidence provided by EPRC, especially the practical policy options provided to suite the different sectors and firm sizes. The committee agreed to have more frequent engagement on dynamics of COVID-19 and on the many aspects of Uganda's economy starting with presentation of the findings from the next business climate index survey.

## Sustainable Resource Mobilisation Cluster

During the period covered by this report, EPRC continued to serve as a member of the

sustainable resource mobilisation cluster for the MoFPED. The Centre provided technical support by reviewing progress reports and advising on the Public Finance Management reform action. EPRC reviewed the concept notes on the proposal for revenue monitoring by the Budget Monitoring and Accountability Unit (BMAU). We also reviewed the capacity needs for domestic resource mobilization and debt sustainability. Tax education and harmonisation of government data was identified as a key priority for the Domestic Resource Mobilization Strategy (DRMS). In addition, the Centre provided technical input into the *"National Public Investment Project Implementation, Monitoring and Evaluation Manual"* for MoFPED.

## Support to the Accountability Sector

Through its membership on the Accountability Sector Working Group, the Centre provided proposals on policy reform/ measures ranging from (pension reforms, Government Asset Management and agro-industrialisation) to economic management, resource mobilisation and allocation and audit thematic areas. EPRC also contributed to planning for the Accountability Sector Joint Annual Review (ASJAR) by suggesting themes and sharing ideas on the conference modality in the context of COVID- 19.

## Development of Industrial Policy for Uganda

EPRC researchers were greatly involved in guiding the process of drafting and reviewing of the Industrial policy prior to its submission for approval by the Cabinet. The Cabinet finally passed the policy in November 2020.

## Roadmap for Universal Health Coverage

Through its membership to the inter-ministerial committee for Universal Health Coverage (UHC), EPRC contributed to developing an outline for UHC roadmap and refining the Terms of Reference for inter-ministerial committee for UHC roadmap development. EPRC has also supported the estimation of health costs saved by implementing the Fika Salama Operation by the Uganda Police.

Photo credit: Unicef

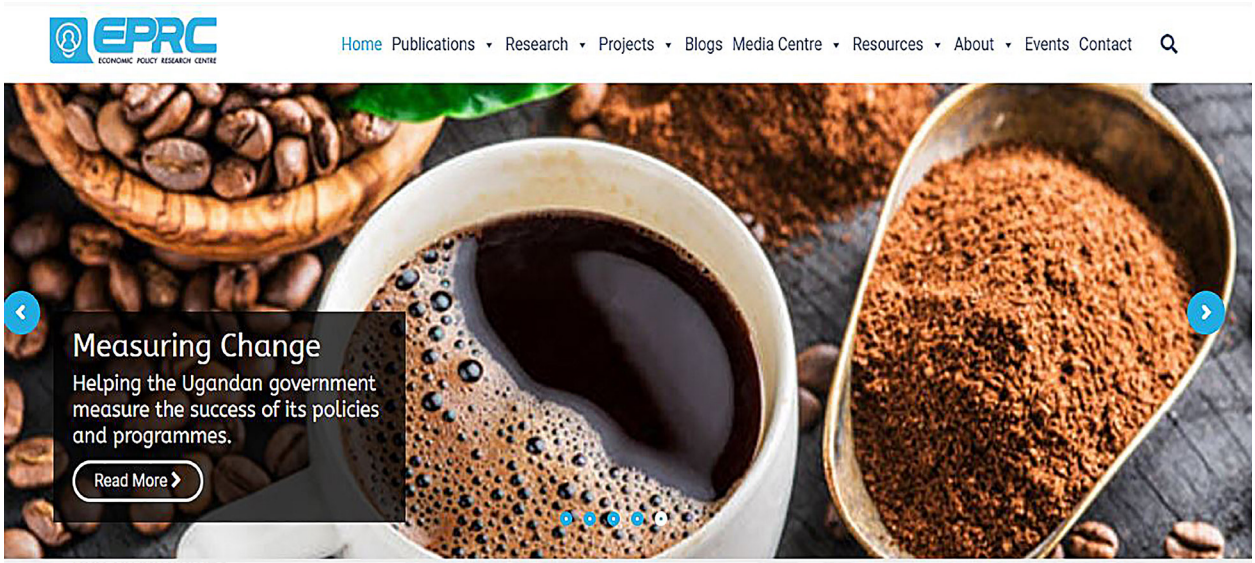
## Detailed Matrix on Technical support and Policy Advice to MDAs

| Researcher(s) names | Committee/ Taskforce/ Working Group | Purpose/Mandate/Objectives | EPRC's role |
|---|---|---|---|
| Sarah Ssewanyana | Presidential Economic Council | Dealing with strategic national economic policy development. The President or Vice President chairs it, and its membership includes government, other players from the private sector, and the Uganda Manufacturers' Association (UMA) and Private Sector Foundation Chairpersons. | - Provision of evidence-based research to inform discussion on strategic national economic policy development. |

| Researcher(s) names | Committee/ Taskforce/ Working Group | Purpose/Mandate/Objectives | EPRC's role |
|---|---|---|---|
| Sarah Ssewanyana Swaibu Mbowa, Ibrahim Kasirye, Madina Guloba, Francis Mwesigye | Strategic Economic Policy and Management (STEPMAN) Forum, Office of the Secretary to the Treasury. MoFPED | Technical support to towards Fostering a Sustainable Agro-Industrialisation Agenda in Uganda | - Research and evidence gathering<br>- Policy engagement,<br>- Report writing<br>- Results presentation and dissemination<br>- Influencing government policy focus to adopt an industrial approach to agricultural transformation |
| Brian Sserunjogi, Florence Nakazi & Mildred Barungi | Agricultural Finance Yearbook 2020 Review Committee and Quality Assurance | To ensure the production of a high-quality Agricultural Finance Yearbook through preliminary reviews of the articles that meet the minimum standards before submission to the editorial team | - Coordination and planning for production of the book<br>- Assigning and guiding authors<br>- Supervise editing, designing and publishing of the book<br>- Launching and Dissemination of the book |
| Madina Guloba | MoFPED-PSDU: The Private Sector Development Programme Working Group | Review progress on the implementation of the Programme Implementation Action Plans (PIAPs) towards achieving programme specific goals on a quarterly, semi-annual and annual basis. | - The Committee discussed and reviewed the following: Jinja Free Zones Feasibility Study, Proposed PSD management structure,<br>- Update on the current status of the PSD PIAP-NPA<br>- Highlights of the PSD programme semi-annual and annual reports. |
| Tonny Odokonyero & Elizabeth Birabwa | DPI and PSD Programme Working Group | Manadatory Programme performance reporting for the Private Sector Development (PSD) and Development Plan Implementation Programme of NDPIII | - Technical support on indicator compilation, and reporting for PSD programme<br>- Presentation on "Use of evidence in planning and budgeting - key roles and opportunities for planners". |
| Corti Paul Lakuma and Enock Bulime | COBAMS, Makerere University | Curriculum Review and Development for the Makerere University College of Business Administration and Management (COBAMS) School of Economics Academic Programmes | - Technical support in developing a new curriculum on MS. in Investment Management<br>- Provided feedback for improving the Bachelor's of Arts in Development Economics programme |
| Isaac Shinyekwa, Enoock Bulime and Aida Nattabi | MoTICs- technical Committee on External Trade | Preparation of Uganda's position for the EAC-UK post brexit trade agreement negotiations<br><br>Development of import substitution strategy for Uganda | - Provided empirical data evidence on what the EAC should do to get the best out of the negotiations<br>- Reviewed the strategy and made suggestions on policy regulatory and administrative areas for improvement towards the implementation of the proposed Import substitution industrialisation approach |
| Mildred Barungi | Gender Statistics Advisory Group (GSAG)/UBoS | Guide the Consultant in development of Methodological Guidelines for compilation of Citizen Generated Data | - Provided input based on the Consultant's presentation and reviewed the inception report. |

# COMMUNICATIONS AND OUTREACH

EPRC invested energies in building relationships and disseminating its research products and services with policymakers, civil society, and the media to seize the windows of opportunity for influencing policies and the national development agenda. A wide variety of communications tactics and tools were used to effectively communicate research results and strengthen links with policy actors and the public. The products and results of some of these interventions are discussed in the subsequent sections.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Measuring Change
Helping the Ugandan government measure the success of its policies and programmes.
Read More

## Website Redevelopment

Redevelopment of the EPRC website: A consultant to redevelop the EPRC website was hired and commenced work in September 2020. By the end of the quarter, the design of the new website structure had been completed. It was presented to EPRC staff twice in December 2020. In January 2021, the IMD conducted a 3-day retreat to finalise content for the website. The website was launched in March 2021.

## Convening Events

In the FY 2020/2021, the Centre continued to do what we do best: organise timely and stimulating policy debates on the issues that matter with the people who matter. This is even though COVID-19 pandemic and measures to stem it disrupted physical attendance and saw most of the events done virtually. The EPRC proved its convening power and its role as a leading platform for engaging with MDAs, politicians, business leaders, civil society, media, international and national experts, and senior diplomats.

Many of our evidence-based research and policy analysis products were disseminated through a wide variety of dissemination formats, ranging from virtual conferences, Livestream TV broadcasts, public panel dialogues, Community Barazas and roundtable discussions.These engagement activities brought us closer to our targeted stakeholders. They enabled the Centre's researchers to understand the policy processes more and appreciate the specific contexts in which the different stakeholders, particularly the MDAs work in. A detailed list of the dissemination and outreach events held can be obtained at http://www.eprcug.org The following is a brief overview of the most notable dissemination and policy engagement events for the period under consideration.

### Conferences

#### Research Symposium on Urban Social Protection

On December 10, 2020, EPRC, in collaboration with the Kampala Capital City Authority (KCCA), UNICEF, and the South Africa-based Economic Policy Research Institute (EPRI), hosted a research symposium on urban social protection.

The symposium shared international best practices and evidence generated through the KCCA Girls Empowering Girls (GEG) project. EPRC's Director Research, Dr.Ibrahim Kasirye, and a research analyst Mr. Regean Mugume were among the experts that made presentations at the symposium. Since October 2019, KCCA has been implementing the first urban social protection program for adolescent girls, called "Girls Empowering Girls", which supports vulnerable girls across Kampala to transition safely into adulthood. An integral part of this work is expanding the national evidence base on gender-responsive, age-sensitive and disability-inclusive social protection systems and programmes, particularly in urban environments.

### Project Launches

#### Launch of MSME Resilience and Recovery in the Face of COVID 19 Project

On September 8, 2020 a three-year study

on mitigating the socio-Economic impacts of COVID-19 and promoting post-pandemic resilience in Uganda was officially launched by the Commissioner for SMEs in Uganda's Ministry of Trade, Industry and Cooperatives (MTIC) Dr. Joshua Mutambi. The conference was both virtual and physical and was attended by top government officials and high profile policy actors and influencers in Uganda, civil society, media, trade associations and private business people. It was also graced by Arjan De Haan IDRC's Director of Inclusive Economic Programs and Dr. Paul Okwi a senior Programs Officer IDRC. The panellists included the Late Gideon Badagawa the then Executive Director of the Private Sector Foundation Uganda (PSFU), Francis Odongo Abibi, the Chief Economist at the Uganda Development Bank Limited (UDBL) and Richard Jabo, Principal Economist MoFPED. The panellists, together with the participants, observed that the project was timely given that it would produce the much-needed evidence to inform government policies and strategies focused on mitigating the socio-economic impacts of COVID-19 on the Micro, Small and Medium Enterprises (MSMEs), which are the engine of growth for Uganda., wealth and income creation for Uganda.

### Launch of a 3-year project on improving diets for better health.

On December 10, 2020, EPRC, in collaboration with African Population and Health Research Centre (APHRC), launched a new study to assess policies and develop context-specific regulatory interventions for a healthier food environment to prevent Nutrition-related Non-Communicable Diseases in Uganda. The virtual event provided a launchpad platform for the research project and brought together key policy players who deliberated on the food environment in perspective of NCDs in Uganda. Experts who participated and contributed to the virtual launch included Dr. Gerald Commissioner NCD - Ministry of Health, Dr. Susan Board Chair - Uganda NCD Alliance, Mr. Alex Bambona Commissioner, Food & Nutrition Security; Task Team Manager, Uganda Multi-sectoral Food Security and Nutrition Project; and National Aflatoxin Management Focal Person - Ministry of Agriculture, Animal Industry and Fisheries .and Mr. Joses Tegyeza Commissioner for strategic coordination and implementation - Office of the Prime Minister.

### Launch of GrOW Project to redress unpaid care work

Three institutions – Makerere University School of Women and Gender Studies, the Economic Policy Research Centre (EPRC), and Care International in Uganda – on April 27, 2021 launched and kicked off a research project to examine and redress norms and practices surrounding unpaid care work in Uganda. The project titled, ***From Promises to Actions: shifting gender norms and public perceptions about unpaid care work in workplaces and families in Uganda***, will run for three years. IDRC funds the project under the Growth and Economic Opportunities for Women (GrOW) Initiative and is expected to influence social behaviorand norms to change in order to recognise and redress unpaid care work. At the project launch held at Protea Hotel, Kampala, several speakers urged the need to influence budgeting process to address things that exacerbate unpaid care work.

## Policy Dialogues

### The 4th Annual Gender Statistics Forum

EPRC together with Uganda Bureau of Statistics (UBOS) and UN WOMEN on November 19, 2020, successfully convened the fourth Annual Gender Statistics Forum as part of the 2020 Gender Statistics Week commemoration. The theme was *"Modernising National Statistical Systems to provide data and statistics to support sustainable peace and development in Africa"* During the forum held at Sheraton Kampala Hotel, EPRC researchers disseminated two policy briefs on Uganda's compliance with planning and budgeting tools for tracking public allocation for Gender Equality and Women's Empowerment (GEWE). The briefs were titled: *"Uganda needs to increase domestic resources to finance gender equality and women's empowerment interventions"* and *"Uganda's performance towards tracking budget allocations for gender equality and women's empowerment"*. The forum was attended by government officials, development partners, and civil society. Recommendations were made to ensure that more resources are extended to gender equality programmes in government agencies.The platform was also used to launch the Gender Statistics Web Portal developed and hosted by UBOS with support from UN WOMEN.

### Dialogue on planning and budgeting for increased access to justice for victims of sexual and domestic violence in Uganda

EPRC and CSBAG in partnership with UNDP and UN WOMEN on December 3, 2020, held a joint policy dialogue to disseminate the key findings of the evidence generated towards integrating the planning and budgeting by the government for the Gender Based Violence (GBV) response. The discussion was part of the global efforts to commemorate the "16 Days of Activism". It brought together different actors, including duty bearers like the Ministry of Gender, Labour and Social Development, Equal

Opportunities Commission, development partners, academia, and civil society. The policy dialogue's main objective was to bring to the attention of policy makers the current state of access to justice by victims of sexual and domestic violence in Uganda and to propose specific actions for increasing timely access to justice even during crises such as the COVID-19 pandemic.

### Public Dialogue on Progression Towards Programme Based Budgeting Under NDP III

This public dialogue under the theme "Human Capital Development and the transiton to Programme Based Budgeting under NDPIII" took place on December 15, 2020 at Kampala Serena Hotel. It was organised by EPRC in collaboration with UNICEF to specifically discuss ways through which essential child and adolescent focused interventions could be delivered under the new dispensation that replaces sector-based budgeting. The previous sectors of education, health water and social development are now put togather in one programme-the Human Capital Development Programme.

### Dialogue on Social Protection in the Third National Development Plan

On March 4, 2021, EPRC and UNICEF, under the auspices of the European Union-funded, Joint Action on Improving Synergies Between Social Protection and Public Finance Management hosted the 2021 National Budget Dialogue under the theme "*Social Protection in the Third National Development Plan".* The theme was partly guided by the need to roll out effective social protection interventions to mitigate the impact of the Covid 19 pandemic among vulnerable households and support re-enrolment into school by learners.The participants in the dialogue discussed the 2021/22 national budget allocations proposals for Human Capital Development, with a deep thematic dive on Social Protection and fiscal allocations required to achieve targets indicated in the NDP III. More specifically, the discussion focused on how the social protection interventions targeting vulnerable households and schools could be financed more systematically and sustainably in line with NDPIII.

### Town Halls/Community Baraaza The role of Labour Externalisation in Fostering Agro-industrial Value Chains in Uganda

Under the African Policy Dialogues of the Inclusive Development (INCLUDE) project, EPRC organised its first-ever town hall forum to listen from and pick the views of various stakeholders on the implications of labour externalisation on agro-industrialisation (AGI) value chain development in Uganda. The forum held at the EPRC conference room on December 8, 2020 bridged the gap between existing knowledge, policy, and practice concerning labour externalisation and Uganda's Agro industrialisation agenda (AGI). The discussion focused on how best the country's AGI strategy can tap into the skills and the remittances earned by migrant workers and how returnees can best invest in opportunities presented by AGI.

### Enhancing Agro-industrial Value Chains for Productive and Decent Work for Youth and Women in Uganda: A Case of Fish

This half-day townhall meeting brought togather over 30 participants from the fishing industry to discuss ways to productively engage and encourage youth and women to invest in the fish value chain. Participants comprised fishing communities and associations from Jinja, Buikwe, Mayuge and Namayingo districts; private sector (fish processing factories; Nyanza Perch Ltd), and MDAs such as NAFFiRI and Local Governments (Fisheries Departments from Jinja and Buikwe). The Baraza took place on December 14, 2020, at Source of the Nile Hotel, Jinja District, as part of the INCLUDE African Policy Dialogues project on "Creating Productive and decent work for youth and women in Uganda through Agro Industrialisation".

### Workshops and Virtual Meetings

### Country validation workshop on Strengthening Education and Learning Systems to Deliver a 4IR- Ready Workforce

A stakeholder workshop organised jointly by EPRC and the Africa Centre for Economic Transformation (ACET) was held on December 9, 2020, to validate a research report on "Strengthening Education and learning systems to deliver a fourth Industrial revolution ready workforce". The workshop was graced by Dr. Edward Brown, Director Research and Policy Advisory, ACET Ghana and brought together over 50 key stakeholders drawn from the academia, private sector, media and government.

### Stakeholder Mapping Workshop for Action-oriented Diagnostic on Evidence Use Under Programme 18 of NDP III

This workshop was jointly organised with the Office of the Prime Minister (OPM) to conduct a stakeholder mapping exercise of the Ministries, Departments and Agencies concerned with evidence use and generation for planning, budgeting and monitoring & evaluation under the Development Plan Implementation Programme (DPI). The workshop helped unravel which stakeholders interacted with evidence and how evidence was used for decision-making. It also unravelled the enablers and blockers of evidence within the DPI programme, and generated ideas on how to navigate relationships between stakeholders around evidence use.

### Consultative Workshops on Strategies for Strengthening Evidence use Within DPI Programme of NDP III

In collaboration with the Monitoring and Evaluation Directorate of the OPM, the Centre held two consultative workshops, one for state and another for non-state actors to explore barriers to and opportunities for strengthening evidence use within the DPI programme NDPII. The former was held on Tuesday 17th and Wednesday 18th May 2021 at Ridar Hotel in Seeta-Mukono, while the latter was held virtually on June 5, 2021. The workshop for state actors was attended by representatives from OP, OPM, NPA, MoFPED, UBOS, Ministry of Public Service, Ministry of Science, Technology and Innovation and other agencies involved in implementing the DPI Programme. Meanwhile, the workshop for non-state actors attracted about 30 participants representing civil society organisations and development partners. At the end of both workshops, there was consensus on the key strategic interventions required to strengthen evidence use in the DPI. These included (i) clarity of roles and responsibilities of each stakeholder ( state or non-state) in programme 18 evidence cycle, (ii) establishment of centralised basket funding to support non-state actors in revenue mobilisation and (iii) establishment of clear and strong mechanisms for communicating results to increase uptake of evidence.

### Dissemination of EPRC Flagship Publications

### Agriculture Finance Yearbook 2020

The 10th edition of the Agriculture Finance Yearbook under the theme "*Digitalisation and Agriculture Financing"* was launched on December 10, 2020, by the Deputy Governor Bank of Uganda, Dr. Michael Atingi-Ego, at a colourful function held at Imperial Royale Hotel, Kampala. The Annual publication, one of the flagship knowledge products regularly published by the EPRC, offers in-depth analysis of the sector performance trends, emphasising interventions to promote agro-industrialisation. The book tackles the interventions and advances made in policy, strategy, innovations, research, value chain and agricultural investment financing. It also underscores the challenges and opportunities occasioned by the COVID-19 pandemic. Production of this edition of the book and its launch was supported by the Agri-Business Initiative (aBi) Trust.

### Media Coverage

Throughout the FY 2020-2021, the Centre maintained a strong presence in the media, both traditional and new media, to broaden the reach of its research products and maintain its global and national visibility. The Centre generated more than 1000 mentions in online outlets across Uganda and beyond. More than 46 special print media mentions were registered, and most of these were attributions, and background information or expert takes from our research or our researchers.

The Centre also placed several articles in the form of expert opinions authored by

EPRC researchers in newspapers, totalling 10. Most of the print media appearances were in the Daily Monitor Newspaper (22), followed by New Vision (11) and the Observer (8). Other print outlets through which researchers featured included the Independent Magazine (2) and the East African Newspaper (2).

### EPRC Commentaries published by the press in 2020/2021

| No | Author (s) | Title of Article | Date Published | Medium |
|---|---|---|---|---|
| 1. | Enock Bulime, Ezra Munyambonera | COVID 19: How Uganda can balance fiscal rules flexibility and credibility | October 10-16, 2020 | The East African |
| 2. | Justine Luwedde | Is the current supermaketisation trend excluding the traditional retail markets? | October 18, 2020 | New Vision |
| 3. | Dr. Swaibu Mbowa & Aida Nattabi | Covid 19 shuts out labour externalisation to citizens | October 14, 2020 | Daily Monitor |
| 4. | Aida Nattabi | Impact of COVID 19 on women in business | November 11, 2020 | New Vision |
| 5. | Tonny Odokonyero | Nutritionists want stringent policies on imported processed foods | February 5, 2021 | New Vision |
| 6. | Madina Guloba & Tonny Odokonyero | 8.3m Ugandans are middle class | February 11, 2021 | The Observer |
| 7. | Dr. Sarah Ssewanyana | A new vision for agriculture | April 22, 2021 | New Vision |
| 8. | Tonny Odokonyero | EU supports Uganda to accelerate Universal Health Coverage | May 12, 2021 | The Observer |
| 9. | Paul Lakuma | Will 2021/22 budget revive the economy? | June 16, 2021 | The Observer |

In terms of broadcast media, the EPRC researchers made about 16 appearances on both radio and television programmes – both local and international broadcasters. The Centre also used the electronic newsletter as a regular communication tool to promote significant and specific issues and events. In total 7 issues of the bi-monthly organisational newsletter were produced and widely circulated during the reporting period. The following are selected newspaper articles published during the reporting period by EPRC researchers:

### Social and Online Media Presence

The Centre continued to embrace social media and other digital channels to share its research products and engage with its stakeholders. Key among these was the Centre's website, which experienced exponential revamp and growth since the new design was launched in March 2021. Our organic Facebook reach grew 282.7% to 14, 098 persons in terms of social media usage, and our page likes topped 3,000. Our Tweets, which mainly captured our research

### Blogs Published in FY 2020/2021

| Date | Author | Title | Location on Website |
|---|---|---|---|
| July 14, 2020 | Enock Nsubuga Will Bulime | Fiscal rules during COVID-19: Which anchor will hold? | https://eprcug.org/blog/fiscal-rules-during-COVID-19-which-anchor-will-hold/ |
| October 2, 2020 | Enock Nsubuga Will Bulime, Ezra Munyambonera | How can Government balance the Flexibility and Credibility of Fiscal Rules during the COVID-19 pandemic? | https://eprcug.org/blog/819-how-can-government-balance-the-flexibility-and-credibility-of-fiscal-rules-during-the-COVID-19-pandemic/ |
| October 6, 2020 | Madina Guloba, Sarah Ssewanyana, Ibrahim Kasirye, Medard Kakuru | Attaining Zero Poverty by 2030 for Uganda: Are we on track? | https://eprcug.org/blog/attaining-zero-poverty-by-2030-for-uganda-are-we-on-track/ |
| October 6, 2020 | Ezra Munyambonera, Enock Nsubuga Will Bulime | How can EAC countries position themselves to benefit from Foreign Direct Investment? | https://eprcug.org/blog/820-how-can-eac-countries-position-themselves-to-benefit-from-foreign-direct-investment/ |

| Date | Author | Title | Location on Website |
|---|---|---|---|
| October 19, 2020 | Justine Luwedde | Financial inclusion of Micro, Small and Medium Enterprises (MSMEs) during the COVID-19 pandemic | https://eprcug.org/blog/financial-inclusion-of-micro-small-and-medium-enterprises-msmes-during-the-COVID-19-pandemic/ |
| October 23, 2021 | Rehema Kahunde | How adequate, accessible and sustainable are government's COVID-19 stimulus packages for MSMEs? | https://eprcug.org/blog/how-adequate-accessible-and-sustainable-are-governments-COVID-19-stimulus-packages-for-msmes/ |
| October 29, 2020 | Medard Kakuru | Is Uganda ready for virtual learning? | https://eprcug.org/blog/is-uganda-ready-for-virtual-learning/ |
| November 2, 2020 | Tonny Odokonyero | Harnessing technology for business recovery and survival in times of COVID-19 | https://eprcug.org/blog/harnessing-technology-for-business-recovery-and-survival-in-times-of-COVID-19/ |
| | | | |
| November 16, 2020 | EPRC Uganda | COVID 19: Why Uganda needs national strategic food reserves | https://eprcug.org/blog/COVID-19-why-uganda-needs-national-strategic-food-reserves/ |
| February 4, 2021 | Dablin Mpuuga, Ambrose Ogwang | Government radio sets: will this narrow the rural-urban gap in learning participation amidst the COVID-19 pandemic? | https://eprcug.org/blog/distribution-of-radio-sets-by-government-will-this-narrow-the-rural-urban-gap-in-learning-participation-amidst-the-COVID-19-pandemic/ |
| March 22, 2021 | Enock Nsubuga Will Bulime, Dablin Mpuuga, Ambrose Ogwang | How the government can successfully implement the Programme-Based Approach of NDP III | https://eprcug.org/eprc-highlights/how-the-government-can-successfully-implement-the-programme-based-approach-of-ndp-iii/ |
| March 24, 2021 | Isaac Shinyekwa, Enock Nsubuga Will Bulime | Why progress towards establishing the EAC Monetary Union has been slow | https://eprcug.org/eprc-highlights/why-progress-toward-establishing-the-eac-monetary-union-has-been-slow/ |
| April 23, 2021 | Mildred Barungi, Elizabeth Birabwa | Constraints and Enablers for Evidence-Use in Policy Design and Programming in Uganda | https://eprcug.org/blog/constraints-and-enablers-for-evidence-use-in-policy-design-and-programming-in-uganda/ |
| May 17, 2021 | Umar Kabanda | Implications of External Free Trade Agreements on the African Continental Free Trade Area (AfCFTA) | https://eprcug.org/eprc-highlights/implications-of-external-free-trade-agreements-on-the-african-continental-free-trade-area-afcfta/ |
| June 1, 2021 | Justine Luwedde | Secondary cities in Uganda: migration-related opportunities and challenges. | https://eprcug.org/eprc-highlights/secondary-cities-in-uganda-migration-related-opportunities-and-challenges/ |
| June 9, 2021 | Aida Kibirige Nattabi | Fish maw trade regulations and challenges in Uganda | https://eprcug.org/eprc-highlights/fish-maw-trade-regulations-and-challenges-in-uganda/ |

EPRC

# PRODUCTION AND CIRCULATION OF RESEARCH PRODUCTS

The Centre generated various research and policy analysis outputs that were eventually published under the Centre's in-house publication series for wider circulation; and others in refereed journals/ book chapters for academic and professional consumption.

The in-house publication series included: EPRC Research Series for core research papers; Occasional papers for commissioned works, Research reports, policy briefs/ fact sheets, and the Business Climate Index, Case studies and Policy Notes. Key EPRC publications for the period July 2020 – June 2021 are presented.

## Selected book chapters and Journal articles published in FY 2020/21

| | Name (s) | Title | Journal or Book details |
|---|---|---|---|
| 1. | Swaibu Mbowa, Tonny Odokonyero, Annet Adong & Others | Encouraging fertiliser adoption through risk free sales offer: A randomised control trial in Uganda. | World Development Perspectives. July 2020, 100230. September 2020 |
| 2. | Isaac M.B. Shinyekwa, Enock N.W. Bulime and Aida K. Nattabi | Trade, revenue, and welfare effects of the AfCFTA on the EAC: An application of WITS□SMART simulation model | Business Strategy and Development, November 2020 |
| 3. | Ibrahim Mukisa (PhD), Nathan Sunday and Enock N.W. Bulime | Macroeconomic determinants of unemployment in the East African Community | Tanzanian Economic Review, December 2020 Volume 10, Number 2, Pages 48 -68 |
| 4. | Tonny Odokonyero et al | Insufficient declines in new HIV infection rates amidst high scores in HIV testing and awareness: 'a game theory simulation' | Journal of Public Health: From Theory to Practice |
| 5. | Enock N.W. Bulime, Ibrahim Mukisa and Edward Bbaale | Public debt sustainability: estimating the fiscal reaction function for Uganda (1981/82 - 2016/17) | Tanzanian Economic Review |
| 6. | Dr. Sarah N. Ssewanyana & Dr. Ibrahim Kasirye | Estimating Catastrophic Health Expenditures from Household Surveys | Journal of Applied Health Economics and Health Policy (2020) 18:781–788, September 2020 |

## Some of the research products published in-house in FY2020/2021

| #Pub | Author (s) | Title | Date |
|---|---|---|---|
| **Policy Notes** | | | |
| 1. | Brian Sserunjogi | Financing Agriculture for Agro-Industrialization What lessons can Uganda learn from Ghana | 14 July 2020 |
| **Research Series** | | | |
| 1. | "Alemayehu Gedda, Nathan Sunday, Rehema Kahunde, Ezra Munyambonera, Paul Lakuma, Brian Sserunjogi, Isaac Shinyekwa" | Export and Import Price Elasticity for Uganda: An Empirical Analysis | November 27, 2020 |
| 2. | Isaac M.B. Shinyekwa, Enock N.W. Bulime, Aida Nattabi Kibirige | Africa Continental Free Trade Area: The potential revenue, trade and welfare effects for the East African Community | November 27, 2020 |
| 3. | "Aida K. Nattabi Justine Luwedde Isaac M.B. Shinyekwa " | Import Substitution: How do increased import duties in Uganda affect trade revenues and welfare | February 1, 2021 |
| 4. | Francis Mwesigye and Mildred Barungi | Land Tenure Insecurity, Fragmentation and Crop Choice. Evidence from Uganda. | March 4, 2021 |
| **Policy briefs** | | | |
| 1. | Regean Mugume, Blessing Atwine, Dablin Mpuuga | Challenges Faced by Adolescent Girls in Urban Areas of Uganda and the Case for Targeted Social Protection Programmes | June 30, 2021 |
| 2. | Ibrahim Kasirye | Expanding fiscal space for social protection: The case for adolescent-oriented services. | June 30, 2021 |
| 3. | Francis Mwesigye | Gender, unpaid care work in Uganda: Evidence from the 2017-18 Time Use Survey | June 29, 2021 |
| 4. | UN WOMEN | Access to justice for domestic violence cases in Uganda | February 1, 2021 |

| #Pub | Author (s) | Title | Date |
|---|---|---|---|
| 5. | Tonny Odokonyero, Madina M. Guloba, Medard Kakuru | Is Uganda's middle class strong enough to deliver national aspirations? | February 1, 2021 |
| 6. | Tonny Odokonyero, Gemma Ahaibwe, Moses Kirigwajjo, Freddie Ssengooba | Financing Indoor Residual Spraying in Uganda: Cost-cutting options | February 1, 2021 |
| 7. | UN WOMEN | Uganda needs to increase domestic resources to finance gender equality and women's empowerment interventions | November 19, 2020 |
| 8. | UN WOMEN | Uganda's performance towards tracking budget allocations for gender equality and women's empowerment | November 19, 2020 |
| 9. | Aida K. Nattabi, Swaibu Mbowa, Madina Guloba and Ibrahim Kasirye | Implications of COVID-19 pandemic on employment prospects for Uganda's youth in the Middle East | November 20, 2020 |
| 10. | Enock N.W. Bulime, Aida K. Nattabi and Isaac M.B. Shinyekwa | Within the EAC, which countries stand to benefit from the implementation of the AfCFTA | September 25, 2020 |
| **Business Climate Index (BCI)** | | | |
| 1. | Nathan Sunday, Brian Sserunjogi, Rehema Kahunde, and Corti Paul Lakuma | The plight of MSMEs and private schools amidst the COVID-19 pandemic: Results from Business Climate Survey | May 25, 2021 |
| 2. | Brian Sserunjogi, Nathan Sunday, Rehema Kahunde, Corti Paul Lakuma | Political election cycle amidst disruptions byDisruptions from Elections and COVID-19 pandemic affect Businesses Environment | April 29, 2021 |
| 3. | Nathan Sunday, Brian Sserunjogi, Rehema Kahunde, and Corti Paul Lakuma | Partial easing of the COVID-19 lockdown improves the business climate, but it remains below potential | December 17, 2020 |
| 4. | Nathan Sunday, Corti Paul Lakuma, Rehema Kahunde, and Brian Sserunjogi | Business climate deteriorates as the COVID-19 pandemic upsets enterprises and the future outlook remains downcast. | August 30, 2020 |
| **Ugandan Economy Today** | | | |
| 1. | Medard Kakuru, Enock Nsubuga Will Bulime, Blessing Atwine, Nathan Sunday, Rehema Kahunde, Regean Mugume, Aida Kibirige Nattabi and Justine Luwedde | The Uganda Economy Today October - December, 2019 | July 20, 2020 |
| 2. | Medard Kakuru, Enock Nsubuga Will Bulime, Blessing Atwine, Nathan Sunday, Rehema Kahunde, Regean Mugume, Aida Kibirige Nattabi and Justine Luwedde | The Ugandan Economy Today (Quarter 2 October-December 2019) | March 11, 2021 |
| 3. | Medard Kakuru, Enock Nsubuga Will Bulime, Blessing Atwine, Nathan Sunday, Rehema Kahunde, Regean Mugume, Aida Kibirige Nattabi and Justine Luwedde | The Ugandan Economy Today (Quarter 3 January-March 2020) | April 11, 2021 |
| 4. | Medard Kakuru, Enock Nsubuga Will Bulime, Blessing Atwine, Nathan Sunday, Rehema Kahunde, Regean Mugume, Aida Kibirige Nattabi and Justine Luwedde | The Ugandan Economy Today (Quarter 4 April-June 2020) | April 11, 2021 |
| **Factsheets** | | | |
| 1. | EPRC/MOFPED | The PIMA Strategic Commodities | July 8, 2020 |
| 2. | Tonny Odokonyero and Madina Guloba | Industrial linkages and employment opportunities in the fish value chain | November 10, 2020 |

| #Pub | Author (s) | Title | Date |
|---|---|---|---|
| 3. | Rehema Kahunde and Madina Guloba | Industrial linkages and employment opportunities in the Cotton value chain | November 10, 2020 |
| 4. | EPRC Uganda | Investing in Education: The National Budget Framework FY 2021/22 Budget Brief | March, 24, 2021 |
| 5. | EPRC Uganda | Investing in Health: The National Budget Framework FY 2021/22 Budget Brief | March, 24, 2021 |
| 6. | EPRC Uganda | Investing in Human Capital: The National Budget Framework FY 2021/22 Budget Brief | March, 24, 2021 |
| 7. | EPRC Uganda | Investing in Justice, Law and Order: The National Budget Framework FY 2021/22 Budget Brief | March, 24, 2021 |
| 8. | EPRC Uganda | Investing in Social Development: The National Budget Framework FY 2021/22 Budget Brief | March, 24, 2021 |
| 9. | EPRC Uganda | Investing in Water and Environment. The National Budget Framework FY 202122 Budget Brief | March, 24, 2021 |
| **Occasional papers** | | | |
| 1. | Economic Policy Research Centre (EPRC) and Uganda Bureau of Statistics (UBoS) | Compliance with Planning and Budget Tools for Tracking Public Allocations for Gender Equality and Women's Empowerment: Uganda's Case | January 25, 2021 |
| 2. | EPRC /Enabel | Action Research on change processes and lessons learned of the implementation of the Skills Development Fund (SDF) in Uganda | February 11, 2021 |

All the above-listed publications are available at: http://www.eprcug.org

ANNUAL REPORT

EPRC

# STRENGTHENING AND DIVERSIFYING THE EPRC RESOURCE BASE

In the year 2020-21, EPRC management strived to enhance organisational effectiveness and efficiency as well as interventions geared towards mobilising additional resources through some of the following activities.

# Institutional strengthening

The Centre invested in developing new and/or strengthening existing institutional systems—policies, processes and practices. A consultant was hired to review the existing EPRC Human Resource Management and Administration Policies and corresponding processes and guidelines to ensure strategic alignment, compliance to the National Laws and the industry's best practices.

Through the Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence (PRCI), EPRC was able to benefit from the Policy Influence Capacity Advancement (PICA) Process.

PICA is a learning program intended to help policy-oriented institutions identify the capacities needed to increase their influence in the policy environment in which they find themselves. Through a series of workshops and collaborative engagements, the Centre was able to identify its strategic core competencies in the area of evidence for Food and Nutrition Systems and align it with its strategic plan. As a result, a two-year plan that aims at building the Centre's technical and organisational capacities to undertake high-quality food security policy research and policy outreach was developed. The plan is being implemented with support from Michigan State University and other PRCI consortium partners.

### Staff Management and Transitions

By the close of FY2020/21, the Centre had a total of 41 staff. Out of the 41, 22 were research staff including the Executive Director, and some volunteer research associates. 19 were non- research staff. In this period the Centre witnessed three staff exists namely; Dr. Ezra Munyambonera, Senior Research Fellow and Head of Macro-Economics Department who left in September 2020, Mr. Jossy Muhangi, Communications Officer, who left on 31st March 2021 and Mr. Anthony Ochieng, Adminstrative Officer, who left on 26th February 2021.

### In-house Staff Capacity Strengthening

The Centre was able, through its institutional networks, to attract training and capacity-strengthening opportunities for its staff. Most notable is the STAAARS+ Fellows program, a part of the USAID Feed the Future Innovation Lab for Food Security Policy Research, Capacity, and Influence (PRCI). Under this programme, three EPRC Research Analysts were selected through a competitive process and paired with mentors at Cornell, IFPRI or MSU to jointly author a paper on a mutual interest topic that fits PRCI's broad research priorities. STAAARS+ has supported the development of a paper titled *"Enhancing Climate Change Resilience among households in Uganda: What matters?"* which is due for publication in a high quality, peer-reviewed journal.

In addition, through the STAARS+ Fellowship Program the EPRC researchers were able to benefit from the virtual training components offered over the course of the reporting period. These Included: Transparent and reproducible research, Survival Analysis using stata, Data management with CISER, Time management, and Writing structure. Relatedly, researchers also benefited from the PRCI Core Center technical training on "Impact Evaluation: Introduction and Methods Overview, avoiding unintentional plagiarism, Grantsmanship and olicy outreach. Other specialised trainings attended included: Training in Environmental Valuation offered by EfD-MaK, Microsimulation based on the UGAMOD by Uganda Revenue Authority and UNU-WIDER. The Centre conducted a mental health training and sensitization for all staff, which was facilitated by a company called "Free Mind Health". This was aimed at equipping staff with knowledge and skills on how to deal with mental health issues, which were especially triggered by the effects of the COVID-19 pandemic.

### Networks and Partnerships

In line with the current 2017/18-2020/21 EPRC Strategic pillars, several activities were undertaken to improve EPRC's networking and partnership building efforts. These activities included a response to partners' requests, participation of researchers in targeted meetings and representation on international fora. Due to the Covid 19 pandemic most of these interactions were virtual and notable among them were:

### Requests for Expert Advice and Contribution to Research and Policy Processes

I. Collaboration request from Bishop Stuart University (BSU) Mbarara for networking and mentorship in the areas of policy research and analysis; and policy engagement.
II. The Center for the Study of Economic and Social Affairs (CERES)- a multidiscplinary think tank based in Uruguay sought to collaborate with EPRC to expand their reach and network with similar organisations globally. The partnership's primary purpose would be to share relevant information, learn from each other, and collaborate on potentially relevant areas of work.
III. The Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI) approached EPRC to join the working group set up to generate

stakeholder positions and input into the draft study on EAC negotiating FTAs with selected third parties, namely; China, India, EFTA States, Gulf Cooperations Council and Turkey.

IV. Request from Itad, a consultancy company based in the UK specialising in Monitoring, Evaluation and Learning for an 'Impact Partner' with the Mastercard Foundation Uganda
V. Request from the Public Policy and Management Institute (PPMI) one of the leading public policy research centres in the Baltic region for collaboration on an education study in Uganda
VI. Request for a media interview by the BBC World Service Business Programmes focusing on the Ugandan economy, but specifically providing perspectives on the most pertinent issues to voters in the 2021 election, and the President's priorities in the next term.
VII. Request from Uganda Development Bank for research collaboration. A draft MoU was shared with UDB and is still awaiting their input prior to singing the MOU.
VIII. Makerere University Business School (MUBS) request to moderate a session at the MUBS 10th Annual International Leadership Conference under the theme: "Leading Africa out of the CORONA virus pandemic with a special emphasis on women".

### International Presence

I. Panel Discussant at Southern Voice and the Royal Society of Arts (RSA) Global Exchange on bridging divides for workers in the digital age.
II. Participation in the webinar on Social and Economic Response and Recovery from COVID 19 (SERRC) hosted by the International Development Research Centre (IDRC) and The South African Institute of International Affairs (SAIIA)
III. Participation in webinar on Women, COVID-19 and food systems in Africa organised by PLAAS, in partnership with the University of Ghana, University of Pretoria and the Environmental Management and Economic Development Organization to Webinar discuss how African governments' responses to COVID-19 have affected different food systems, and women in informal markets – (as farmers, fishers, traders, vendors).
IV. Bill & Melinda Gates Foundation Webinar on supporting Financially Sustainable & Scalable Women Collective Enterprises
V. Participation at Inclusive Carbon Standard Workshop on the need for a new carbon standard, the governing principles, and implementation of the standard developed by Food & Trees for Africa and Promethium Carbon.
VI. Panelist at the Africa Regional Review meeting.on mobilising resources for sustainable development in African LDCs organised by the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
VII. Participation in a virtual workshop on macroeconomic impact of COVID 19 on the EAC Economies organised by the East African Community Secretariat.
VIII. Webinar 'Beyond borders: Africans views on self-reliant development, free trade and open borders organised by VoicesAfrica.
IX. Launch of Special Report on Combatting Non-Communicable Diseases (NCD's) in East and Southern Africa – country readiness for SSB tax hosted by University of Witwatersrand School of Public Health, Makerere University.
X. Expert Group Meeting - COVID-19 Recovery in Africa hosted virtually by Southern Voice
XI. Panellist at the Platform for Calloboration on Tax (PCT) session on developing Government-led effort to Tax System Reform through Sustained Political Commitment and Whole-of-Government Support organised jointly with the World Bank, UNDP and IMF.
XII. Presentation of a working paper on how Uganda can leverage PPPs to attract FDI for employment, technology transfer and environmental sustainability, in the context of COVID 19 at the VAD conference 2021 - Panel on Sustainable investments in Africa: creating synergies of profits, people and planet organised by "Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
XIII: The African Economic Research Consortium (AERC) offered EPRC an institutional partnership from February 15, 2021 to August 14, 2023. The partnership would see AERC provide platform to EPRC for enhanced capacity building in economic policy research. The ultimate goal is to enhance the link between research and policy in Uganda.

### Resources Mobilisation

Resource mobilisation and diversification continued to be a key priority of the Centre in the reporting period. Efforts to increase resources for research and other programmes of the Centre continued throughout the period by reaching out to current, prospective and previous donors. The efforts involved increasing collaborations and partnerships for resource mobilisation with other think tanks in the region and beyond. In the period under review, the Centre attracted several short term restristricted funding opportunities. These include:

- Funding from the African Development Bank (AfDB) to undertake a survey based study on enhancing industrial sector competitiveness to boost Uganda's post COVID-19 economic recovery.The purpose of the study was to identify the challenges to industrial recovery and propose targeted measures (by both government and private sector) that can be implemented in the short and medium term.

- World Bank support for two projects (i) Demographic change and migration effects on secondary cities: a case study of Jinja and (ii) impact evaluation study of the Agriculture Credit Facility (ACF) The ACF impact beneficiary survey in Uganda was aimed at obtaining primary data to assess the impact of the programme. The study was expected to provide recommendations that would lead to policy review and strengthening of the ACF implementation Framework.

- Financing from the Mastercard Foundation to undertake a political economy and social analysis on the implications of COVID-19, the resultant changes and priorites as a means of informing strategy prioritisation and contribution to Uganda's economy.

- Ministry of Gender, Labour and Social Development supported undertaking a study on Sexual and Gender Violence during a crisis: A case of Covid 19 mitigation measures in Uganda. Its purpose was to provide a deeper understanding of the gendered differences in SGBV experiences and consequences resulting from the various measures put in place by government to control the spread of COVID-19.

- Financing from the Scottish Funding Council through the University of Glasgow to explore ways of increasing the domestic market for coffee in societies where traditionally consumption levels have been low. The purpose of the study was to leverage Africa's position within the global coffee economy through an innovative interdisciplinary fusion of research into the economic and socio-cultural history of coffee in Uganda and Rwanda with an economic analysis of the structural configurations and constraints acting upon the contemporary coffee sector in both countries.

The Centre was also able to attract financial and technical support for research activities from various UN agencies. These included the UN Women for the project on technical back-stopping for generation of gender analysis knowledge products; FAO for the in-depth study on Uganda's Food Systems Assessment; and UNICEF for the design and evaluation of the Girls Empowering Girls urban social protection programme for adolescent girls in Kampala implemented by the Kampala Capital City Authority (KCCA).

Efforts were also made to attract funding from existing partnerships with other think tanks and knowledge platforms. In September 2019, EPRC was able to attract funding from the INCLUDE Platform-African Policy Dialogue Initiative for a two-year programme to generate and share evidence on opportunities, sources of productive and decent employment for youth and women in Uganda, and effective strategies to promote job creation along the strategic agro-industrialisation value chains. Similarly, EPRC drew on its long-standing relationship with the Africa Center for Economic Transformation (ACET) Ghana to attract funding and technical support to undertake a study on "Youth Employment and Skills (YES): Education and Learning systems to deliver a 4IR in Uganda". The study commenced in October 2019 and was expected to end in September 2020.

The Centre also continued to initiate and maintain contact with academic and international organisations that share and support common goals. The tactic was used to share expertise and mobilise resources for conducting research and influencing policy processes. To this end, EPRC partnered with Care International in Uganda to attract funding from the Bill and Melinda Gates Foundation (BMGF) to implement a project on "Women Empowerment Collectives (WECs) Landscaping in Uganda". The project will support the development and promotion of data-driven policy solutions with the ultimate aim to create greater investment in women's economic empowerment (WEE) and women's empowerment collectives (WECs).

We also note with appreciation the other partners who continued to offer technical and financial support to the Centre to implement its research agenda and programmes. These include the International Development Research Centre (IDRC), for the research grant to undertake a project "From Promises to Action: Shifting gender norms and public perceptions about unpaid care work in workplaces and Families in Uganda" and the grant to implement a three year research project on "Mitigating Socio-Economic impacts of COVID-19 and Promoting Post-Pandemic Resilience in Uganda".

### Proposals in the Pipeline

By the close of the FY 2020/2021, several proposals had been submitted by EPRC and were under consideration by local and international agencies. Details are below:

(I) ***Agricultural Sector Linkages with oil and gas sector***"; this is under consideration by the Petroleum Authority of Uganda (PAU).

(II) In June 2020, EPRC in collaboration with the School of Economics, University of Nairobi-Kenya, Institute of Tropical and Forest Conservation in Bwindi-Uganda, Center of Excellence in Biodiversity & Natural Resource Management at the University of Rwanda, and Amsterdam Centre for World Food Studies in VU University, Amsterdam submitted a proposal "***Enhancing urban food security through development of urban agriculture in cities of Kenya, Rwanda and Uganda***" to IDRC Otawa-Canada.

# Statement of Financial Position as at 30Th June 2021

| DESCRIPTION | NOTES | AS AT 30.06.2021 | AS AT 30.06.2020 |
|---|---|---|---|
| **ASSETS** | | **UGX** | **UGX** |
| **Non- Current Assets** | | | |
| Property, Plant & Equipment | 3 | 1,305,126,948 | 1,379,103,148 |
| Intangible Assets | | 22,747,988 | 6,983,004 |
| | | 1,327,874,936 | 1,386,086,151 |
| **Current Assets** | | | |
| Receivables | 4 | 92,916,009 | 116,745,433 |
| Investment in Treasury Bills | 5 | 3,022,545,152 | 2,674,290,000 |
| Cash & Cash Equivalent | 6 | 6,483,372,607 | 6,154,259,220 |
| | | 9,598,833,768 | 8,945,294,653 |
| **TOTAL ASSETS** | | **10,926,708,704** | **10,331,380,805** |
| **EQUITY AND LIABILITIES** | | | |
| **Equity** | | | |
| Share Holders' Funds | 7 | 1,285,664,809 | 1,616,640,958 |
| Revaluation Reserve | | 486,621,778 | 486,621,778 |
| Strategic Reserve | 8 | 6,387,251,778 | 6,410,952,888 |
| | | **8,159,538,365** | **8,514,215,624** |
| **Liabilities** | | | |
| Deferred Revenue Grants | 9 | 1,830,031,607 | 569,812,430 |
| Capital Grant | | 9,756,715 | 13,006,471 |
| Payables | 10 | 927,382,016 | 1,234,346,276 |
| | | **2,767,170,338** | **1,817,165,177** |
| **TOTAL EQUITY AND LIABILITIES** | | **10,926,708,704** | **10,331,380,805** |

The accounting policies and notes set out on 13 to 23 form an integral part of these financial statements.

The financial statements on pages 10 to 23 were approved by the Board of Directors on 31/03/2022

Chairperson _____ Executive Director _____

Date 31/03/2022 Date 31/03/2022

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